

Approved For Release 2008/09/22 : CIA-RDP85B00457R000500020007-9

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FORM NO. 241
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COMPT 83-1219

9 DEC 1983

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Administrative Officer, DCI Area

25X1 FROM:

[REDACTED]
Executive Director

25X1 SUBJECT:

Perspectives and Guidance on 1986 [REDACTED]

1. As we begin work on the Agency's 1986 resource request, our effort to develop the strongest possible program requires that we have a common understanding of the future environment, our Agency-wide goals, and our plans to achieve them. This memorandum discusses some of the factors that will affect the 1986 program, and calls for actions to meet some needs that you have already identified. It is intended to complement both the DCI Community Guidance and CIA's updated long-range plan; they will be available later. This guidance is limited to more immediate, near-term issues and is designed to help you formulate your 1986 program goals. [REDACTED]

Responding to the Demand for Intelligence in a More Constrained Environment

2. The external reviews of the 1984 and 1985 CIA programs clearly suggest that 1986 will bring a more constrained resource environment. The Agency's rate of real growth is likely to decline, and we cannot expect further large increases in our manpower. Even so, we must be prepared to address a growing array of intelligence problems. We must also continue the major ongoing programs that enhance basic intelligence collection, processing, and support capabilities. And, CIA must remain flexible enough to meet new intelligence and policy requirements as they arise. [REDACTED]

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25X1 3. It is clear that the demand for intelligence and the complexity of the issues raised by US policymakers are unlikely to diminish in 1986. We know what the key intelligence issues are. Our task is to convert our recent growth to optimum performance against these targets. But supplementing the regional and functional concerns that you have raised in the latest long-range planning papers, I call to your attention the DCI's wish to raise the priority accorded to counterterrorism. []

25X1 4. The 1986 program should represent agreed substantive priorities that are plainly stated in your initiatives. Your proposals should explicitly describe their expected intelligence payoff and the relationship between an initiative in one directorate and the work of another. Where several offices in one directorate are pursuing similar substantive goals or targets, you should combine these initiatives into themes at the directorate level. There also are several areas, which are discussed below, that you should consider as candidates for cross-directorate or Agency themes. You may want to revise some directorate or Agency-wide themes that have become somewhat shopworn in the last few years, but your decisions should be governed by the intelligence work to be done. []

25X1 5. The growth in our base and the scale of our commitment to a number of major ongoing initiatives demand that we also examine these two elements of our program in preparing for 1986. The need for a flexible CIA base program to meet unforeseen demands is obviously important. Nonetheless, we must be confident--and able to defend the fact--that the base reflects our priorities and does not include marginal or outdated activities. This also holds true for the resources committed to ongoing initiatives, which represent more than one fourth of the resources requested for 1985. You should develop alternatives for these programs that show how we might handle changes in substantive priorities or general resource constraints. The Comptroller will review the base program and ongoing initiatives in January/February 1984. []

Priorities for 1986

6. In general, you have indicated that if the 1985 program holds, your 1986 requests for position growth will be modest. Therefore, your proposals for 1986 should be designed to correct imbalances rather than to increase significantly our manpower resources. The major problem we need to confront in 1986 is assimilating employees acquired in the past several years and fostering their productivity. As a consequence, you should consider:

- Training programs to provide specialized skills in fields such as data processing, economics, engineering, and other technical disciplines. In these and other areas your programs should foster continued employee growth and job satisfaction.
- The impact of changes in the office environment brought on by ADP systems and office automation. Proposals should address the evolving role of the secretary, the need for database managers,

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research assistants, and other personnel to feed the new systems and help us to use them wisely.

- Agency-wide initiatives to improve the work environment. We must mitigate the effects of crowding and remove other impediments to productivity through creative use of workspace and the redesign of office surroundings.
- Ways to increase further our access to outside expertise for both substantive and training purposes. []

25X1 7. We have also begun a number of large ADP projects to support collection and analysis. The projected aggregate investment for the next several years, and the pace of technological change in this area, demand strong, attentive management. Where our activities have similar purposes, we must ensure that we have shared our approaches, as well as our technology and software. You should consider:

- The need for managers and management systems to plan, develop, and implement complex ADP and office automation systems. Directorate requirements should dominate, but they should not lead us down unnecessarily redundant development paths.
- The need for continuous evolution of our ADP/office automation capabilities in order to improve the quality and timeliness of our work at all levels.
- The need to develop, where appropriate, multi-component databases.
- The need for a large scientific computer for the DDI and the DDS&T.
- The continuing need to enhance large systems such as SAFE and the multi-directorate publishing network, and to develop artificial intelligence applications to support high volume collection and complex analytic activities. []

25X1 8. In addition to human resources and ADP, the following substantive intelligence priorities should be considered as candidates for cross-directorate themes in your 1986 programs:

- CIA's role in providing economic intelligence to the US Government has grown dramatically since the early 1970s and will continue to expand. [] could require further major investments in both processing and analysis. These new programs call for an integrated Agency strategy to provide resources and establish priorities. As part of its current effort to review and make recommendations on an economic intelligence strategy for CIA, the DDI should lead the development of an economic intelligence strategy that includes collection, processing, and analysis.

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- We need an Agency-wide strategy for arms control monitoring, the support of negotiations, and strategic/early warning. The 1986 program should address collection, processing, and analysis on nuclear, directed energy, BW/CW, and other targets critical to US monitoring of existing international agreements. It should provide resources to study the warning and monitoring requirements of the treaty conditions that are under discussion.
- Research and development on new intelligence capabilities calls for an approach that protects our investment in long-term R&D from near-term redirections in priorities. Do not neglect the resources for "small" projects that CIA is uniquely suited to undertake. Our covert action, counterterrorism, and counternarcotics R&D efforts should support both current goals and future capabilities.
- Some of our most important needs can be met by exploiting overt information. These would profit from integrated planning, priorities, and funding. The DDI, DDS&T, and DDO should coordinate initiatives to ensure that we are able to exploit open sources to the maximum extent possible.
- Completion of the new Headquarters building will consolidate a wide variety of functions in the expanded Headquarters compound, requiring us to take account of the effect of these changes in both our old Headquarters facility and the new building. Initiatives should support technological compatibility between the communications systems in the two structures. You should examine other practical problems, such as barriers to face-to-face communications, that may divide the Agency, even between the east and west wings.

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9. The directorates should also address the following issues:

DDI

- Assure that any new ADP programs are compatible with the SAFE system and that resources are provided for further software enhancements to realize the full potential of SAFE.
- Study the need for an overarching database system to provide access to NIS-like data for all countries.
- Determine the size and scope of the proposed BIOSTAR system for converting existing biographic files to computer storage.

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DDO

- Ensure that there are enough positions in Headquarters to support the field and to cover officers in rotational assignments and full-time training.
- Continue to provide resources for enhanced counterintelligence efforts as mandated by Congress. Also, continue to expand coverage of the terrorist and narcotics targets, paying particular attention to illicit money flows associated with terrorist and narcotics activities.
- Having made a substantial investment in basic covert action capabilities, the Directorate should define and justify the large operations and maintenance costs projected for these capabilities in 1986 and beyond.

DDS&T

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- Apply more R&D resources to the terrorism target.
- Continue R&D on large databases.

DDA

- Along with the other directorates, pursue initiatives that enhance the effectiveness of personnel recruitment by focusing on gaps in Agency skills, and on improving the efficiency of personnel processing.
- With the other directorates, address employee motivation and retention. Review and develop Agency retirement options.
- Take the lead in developing the means to improve the quality of life dimensions of Agency employment, including accelerated, responsive workspace renovation, noise abatement in "open offices", health, and fitness.
- The needs of the US Government, Intelligence Community and Agency for adequate crisis management and contingency planning should be supported in 1986. This should include planning and resources to support (1) a phased program to ensure the survivability of the Agency communications system; (2) planning and resources for an

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emergency backup computer center for the Office of Data Processing;
(3) an initiative to accommodate the selection and development of an
off-site location for CAMS II; and [REDACTED]

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10. In summary, the likely slowdown in the flow of resources in 1986 suggests the need to define clearly our priorities and related program initiatives. We will have to make candid assessments of the trade-offs between already budgeted activities and new ideas, and consider the reallocation of manpower to meet some needs. Creative management of our existing resources will be the means by which we solve many of our new problems.

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